


Memorandum



Date: June 29, 2007

To: Honorable Chairman Bruno A. Barreiro and Members
Board of County Commissioners

From: 
Carlos Alvarez
Mayor

Agenda Item No. 2(B)1
July 10, 2007

Subject: Mayoral Appointment

Pursuant to the authority vested in me under the provisions of Sections 2.02 C and D of the Miami-Dade County Home Rule Charter, I hereby appoint Mr. Harpal Kapoor to the position of Miami-Dade Transit (MDT) Director effective immediately. This appointment follows a national search drawing 58 applicants with 4 highly qualified finalists. I interviewed these individuals with the County Manager and am pleased that we will retain Mr. Kapoor in a permanent capacity at MDT.

I have been impressed with Mr. Kapoor's enthusiasm for the business of Transit over the last few months. He is respected by his peers and inspires confidence from his employees. He has over 28 years of professional experience, with 22 of those years in transit. As you are aware, Mr. Kapoor had worked at MDT from 1985 – 1999 in various positions, ascending through the ranks to the position of Assistant General Superintendent prior to leaving to the Washington Metropolitan Area Transit Authority where he worked as the Assistant Manager of Bus Engineering for six years. Mr. Kapoor rejoined the MDT family in February 2006 in the capacity of Deputy Director for Operations and immediately moved to implement his expertise into a Preventive Maintenance Program that won Sterling Quality Achievement Recognition from the Florida Sterling Council earlier this year. His resume is attached.

I want to thank the selection committee which included Johnny Martinez, Florida Department of Transportation District Six Secretary; Javier Rodriguez, Executive Director of the Miami-Dade Expressway Authority; as well as senior staff from my Office. Please join me in congratulating Mr. Kapoor. His charge memorandum from the County Manager is also attached for your reference.

Attachment

- c: Honorable Harvey Ruvin, Clerk, Circuit and County Courts
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
- Honorable Kathy Fernandez-Rundle, State Attorney
- Honorable Bennett Brummer, public Defender
- Murray A. Greenberg, County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff, Office of the Mayor
- Assistant County Managers
- Department Directors
- Marvin O'Quinn, President, Public Health Trust
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor

CLERK OF THE BOARD
2007 JUN 29 PM 4:32
CLERK, CIRCUIT & COUNTY COURTS
DADE COUNTY, FLA.
#1

Memorandum



Date: June 29, 2007

To: Harpal Kapoor
Director, Miami-Dade Transit

From: George M. Burgess
County Manager

Subject: Charge Memorandum - Miami-Dade Transit Department

CLERK OF THE BOARD

2007 JUN 29 PM 4:32

CLERK, CIRCUIT & COUNTY COURTS
DADE COUNTY, FLA.
#1

I wish to congratulate you on your permanent appointment to the position of Director of the Miami-Dade Transit (MDT) Department. We have discussed on numerous occasions my expectations for MDT's management, finances and budget, and I have been pleased with your ability to meet these expectations in the months that you have served as Interim Director. MDT is at a critical juncture as the County moves ahead with its multi-billion dollar People's Transportation Plan (PTP) capital program. The success of this program depends on careful project management and on the department's ability to meet its overall annual budget targets. MDT continues to face serious challenges, and will require vigorous leadership.

When you were appointed Interim Director, I charged you with the achievement of immediate tangible results in several areas, to which you have responded with enthusiasm and energy; now that your appointment has been made permanent, I expect continued progress in all of these areas:

- Continued tightening of the department's fiscal belt for the coming budget year through adjustments in administrative expenditures and positions that have no impacts on service;
- Completion of land sales to finally close the departmental deficit and continued implementation of service adjustments and efficiencies to optimize operating resources and meet annual budget targets;
- Aggressive implementation of long and short term PTP capital projects, including the Priority I Orange Line projects and modernization of our Metrorail cars and fare box system;
- Continued scrutiny of the efficacy of the department's administration of its capital contracts, including increased accountability measures for consultant and other contracts;
- Completion of the Metromover Phase II Cars "Facelift" to improve interior and exterior appearance of the vehicles and reduce performance failures related to A/C units and vehicle doors and procurement of the Universal Automated Fare Collection System;
- Aggressive pursuit of on-time bus and rail performance goals to improve transit reliability and customer service. This includes continued investment in the development and training of the transit workforce to ensure technical knowledge of transit operating systems.

I know you are aware of my expectation that budget adjustments should not be made at the expense of customer service. Resources must be utilized as efficiently as possible in order to meet current performance goals without jeopardizing the fiscal health of the department long-term. I have no doubt that you will continue to advance these goals. As Interim Director, you created a proactive atmosphere in the department, and it is my expectation that you continue to motivate each employee to feel the urgency about the mission of improving our transit system and the significance of keeping the commitment of the PTP to the public. I know that you will continue to exercise your charge with energy, and I wish you the best in this endeavor.

c: Carlos Alvarez, Mayor
Denis Morales, Chief of Staff, Office of the Mayor
Susanne Torriente, Assistant County Manager
Ysela Llort, Assistant County Manager

HARPAL S. KAPOOR

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EDUCATION

PROFESSIONAL REGISTRATION: ENGINEER-IN-TRAINING (E.I.T.)
Virginia, 1988

DEGREE IN BUSINESS ADMINISTRATION
National Productivity Council. New Delhi, India. (First in class of 20 students), 1980

BACHELOR OF SCIENCE, MECHANICAL ENGINEERING
Kurukshetra University, India. (Second in class of 40 students), 1978

EMPLOYMENT

MIAMI-DADE TRANSIT, Miami, FL

Interim Director

March 2007-Present

- Providing visionary leadership during interim period by setting goals for all the Divisions and laying out a 90 day plan prioritizing improvements in critical areas. The key accomplishment during interim period has been the creation of budget plan to reduce the current deficit and meet the next year's budget goals through administrative efficiencies by reorganization of Divisions, monitoring of contracts, elimination of unproductive bus service, and further improvements in bus and rail reliability and reduction in overtime through proactive maintenance and training programs.
- Responsible for the development of Business Plan for the Transit Agency based on the County's Strategic Plan.
- Monitoring progress through the balanced scorecard in the areas of customer service, budget, on time performance, maintenance operations, learning and growth measured through gap analysis, risk assessments, and performance management of the employees.
- Currently overseeing 3876 employees with an operating budget of \$373 million.
- Responsible for transit operations of Bus, Rail, Mover and Paratransit (STS).
- Managing the following divisions: Quality Assurance, Safety and Security, Legislation and Government Affairs (local, state and federal), Civil Rights and Labor Relations, Administration and Budget, Marketing and Information Technology, Engineering, Planning and Construction.
- Responsible for Transit Oriented Development (TOD) along the existing and new heavy rail corridors (Orange Line), 9.5 mile North Corridor, and 10.1 mile East-West Corridor.
- Coordinating regular meetings with FTA Atlanta office, Washington DC headquarters, MPO and FDOT to follow up and update the key stakeholders through cost benefit models and preferred rail alignments to secure Local, State and Federal funding to the tune of \$4 billion.
- Responsible for the implementation of the People's Transportation Plan (PTP) with budget of \$800 million. PTP involves the extension of the Busway to a total length of 20 miles, rail rehabilitation of 136 rail cars, replacement of 12 Mover cars, seamless fare collection system with smart fare cards and automatic passenger counter (APC), Bus hubs and bays for passengers, and new bus procurements for replacement and Bus Rapid Transit (BRT) buses for service expansion.

- Responsible for the day-to-day operation and maintenance of Bus, Rail and Mover, Facilities Maintenance, Elevator and Escalators, Customer Service, Planning and Scheduling, Paratransit Operations and Field and Systems Engineering.
- Oversaw 3294 employees with an operating budget of \$265 million.
- In less than one year, lead the MDT operations in transition from a reactive to a proactive organization culture by identifying gaps in the current processes and taking systematic approach in finding cost effective solutions.
- Improved in the area of missed and late runs for buses, rail, mover and STS through intensive revamping of existing preventive maintenance programs, reliability improvements through proper identification and reporting of problem areas, controlled testing of engineering solutions and timely implementation of corrective measures.
- Revamped internal communications by involving the key stake holders like Parts, Warranty, Operations, Engineering, Planning and Maintenance Divisions by setting realistic goals for the maintenance and the respective supporting departments.
- Realigned Bus and Rail Maintenance Divisions to improve productivity and efficiencies in critical functions by assigning managers to supporting roles in specialized areas like fueling, cleaning, parts forecasting and follow up, warranty and fleet defects, administrative support, technical support, and training and PM programs.
- Reorganized the warranty section under Bus Maintenance which resulted in a major reduction in the number of buses out of service due to warranty repair and savings of \$1 million in a year for parts and labor.
- Directed improvement of Mean Distance between Failures (MDBF) by more than 35% for bus and rail by 80% as compared to the previous year.
- Oversaw a PTP capital budget of \$450 million for operations.
- Continuously monitored on time performance for the bus and rail fleet through the CAD/ AVL system and made adjustments to the bus routes in the line ups.
- Performed Comprehensive Bus Operating Analysis to optimize operating resources by eliminating unproductive routes.
- Developed procedure in partnership with FDOT and MDX to run buses on shoulders during rush hour to improve on time performance.
- Tested Automatic Vehicle Monitoring (AVM) system to improve labor and parts efficiencies and reduce catastrophic failures.
- Planned to replace the existing diesel and the expansion buses with the state of the art Hybrid Diesel- Electric technology to improve MDBF and emissions.
- Collaborated with Bio-diesel group for validation and testing of the Cummins and Detroit engines to reduce green house gas emissions.
- Partnered with Georgetown University, Washington Metropolitan Area Transit Authority, and the Methanol group in the 3 year testing and validation of the Zero Emission Vehicle (ZEV), prototype fuel cell technology on the buses.
- Initiated the concept of the joint procurement of new rail cars with a consortium of transit agencies to reduce cost of procurement with a standard technical specification as per APTA's guidelines. If this route is selected, MDT will save more than \$54 million for rehab cars and about \$70 million for the new starts program for rail expansion. FTA is encouraging this initiative by MDT.
- Led the Transit Agency in adoption of a balanced scorecard to monitor the organization's progress against the key performance indicators for critical functions at different levels. This system aligns MDT with the County's strategic plan. MDT leads other county departments in this effort.

- Helped MDT to compete to gain selection in the public sector category of the Governor's Sterling Award for organizational performance excellence.

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY, Landover, MD

Assistant Manager of Bus Engineering

1999-2006

- Responsible for planning, directing, and coordinating the performance and reliability enhancement of 1440 buses in the fleet of the second largest transit agency in the country.
- Developed PM, mid-life overhaul, and reliability programs, and standard operating procedures and maintenance policies.
- Implemented the latest technology in lubrication by testing and evaluating the fluids in transit duty cycle and extend the drain interval of the semi-synthetic fluids in transmission, hydraulic, differential, steering system and the long life coolant by condition based program through fluid analysis. Realized savings in millions of dollars in labor and parts costs in the rebuilding of engines, transmissions and hydraulic pumps by the implementation of fluid analysis, diagnostic checks and tune-ups in the PMI programs.
- Improved the reliability of the electrical systems by using air-cooled alternators.
- Improved the Ikarus bus performance by developing an in-house retrofit with the Voith transmissions and saved millions of dollars in 6 years by removing the original transmissions which cost \$15,000 dollars to rebuild every six months for 42 buses in service. This was the first Voith transmission ever used in the articulated application in the USA.
- Revamped the brake system reliability and reduced noise for the fleet by changing to high fade resisting brake linings.
- Improved the Mean Distance between Failure (MDBF) of WMATA bus fleet with an average age of ten years to 5,400 miles. This was the highest number achieved in the 27 year history of WMATA.
- Developed technical specifications for new bus procurements with three different technologies, compressed natural gas (CNG), clean diesel, and hybrid diesel-electric.
- Assisted the Assistant Chief engineer in evaluating the RFA's best value selection, contract award, pre-production meetings, QA, safety and first article inspections as per the FTA guidelines.
- Oversaw the capital and parts budget of \$60 to \$80 million.
- Chaired the Bus Change Review Committee for configuration and documentation control.
- Collaborated with Bus Maintenance staff in developing the mid-life overhaul program and resolved engineering issues at the other 10 maintenance Divisions on day-to-day basis.
- Partnered with Environmental Protection Agency (EPA), West Virginia University (WVU), and Cummins and Detroit Diesel engineers in the testing and evaluation of clean diesel technologies with Ultra Low Sulfur Diesel (ULSD) and Diesel Particulate Filters (DPF). This partnership also evaluated Bio-diesel fuel for gas emissions with the diesel particulate filters.
- Cooperated with the WMATA engineering team and the Department of Energy (DOE) in the evaluation and comparison of the performance of Cummins and John Deere CNG engines with National Renewable Energy Lab (NREL).
- Participated as WMATA representative in the Transit User Group (TUG) meetings with DOE on CNG technology.
- Tested and evaluated the soot filter (DPF) cleaning process (level I and II) with Cummins engineers in the Consent Decree program through EPA.
- Collaborated with NHTSA in resolving the wheel separation issues on the new buses.
- Initiated work with Booz Allen Hamilton with FTA grants to evaluate brake measuring technologies like stroke indicators, brake dynamometers and temperature sensors on WMATA buses.

- Tested, evaluated, and installed the Automatic Vehicle Monitoring (AVM) system on WMATA buses which resulted in major savings in labor hours for bus inspections and the reduction of catastrophic failures.
- Worked with WMATA Rail engineering in resolving the air compressor oil contamination and gearbox wear metal issues.
- Partnered with engineers and maintenance managers from Rochester Transit, New York Transit, New Jersey Transit, SEPTA (Philadelphia), Los Angeles Transit, Orange County and Golden Gates (California), MARTA (Atlanta), Chicago Transit, Milwaukee Transit, King County (Seattle), Toronto Transit (Canada), Delaware Transit, Lynx (Orlando, Florida), Houston (Texas) and Baltimore (Maryland) in sharing engineering test data and maintenance programs of WMATA and new bus procurement issues with New Flyer, Orion and NABI..
- Conducted employee performance appraisals.
- Supervised a team of five (5) skilled engineers and one (1) reliability technician.

MIAMI-DADE TRANSIT, Miami, FL

Assistant General Superintendent of Bus Maintenance

1996-1999

- Responsible for the operations of three (3) maintenance garages and one (1) heavy overhaul shop for 600 buses in the fleet.
- Responsible for bus replacement plan and development of technical specifications and procurement of buses to include approved equals, bid award, notice to proceed, pre-production meetings, Buy-America audit, QA inspections, post delivery and final acceptance as per FTA and EPA guidelines. Negotiate fleet defects with OEM'S and implement corrective action.
- Implemented and enforced Safety and Department of Environmental Regulations (DERM) at all maintenance Divisions. Involved with the Triennial audits with FTA.
- Monitored PM compliance, repairs, late and missed trips, turn-around time for buses in rehab and warranty repairs. Improved the MDBF of an eight (8) year old fleet from 1,400 to 3,000 miles.
- Project Manager for all capital projects, and responsible for analyzing and negotiating potential subcontracting issues.
- Prepared budget estimates and capital plans for Bus Maintenance for the Assistant Director of Bus Maintenance and Operations. Supervised three-hundred (300) Union and thirty (30) management staff.
- Oversaw an operating and capital budget of \$40 million for Bus maintenance.

MIAMI-DADE TRANSIT, Miami, FL

Division Superintendent of Support Services

1994-1996

- Responsible for planning, directing, coordinating and supervising the operations of the Metrobus support services (unit room, A/C shop, engine overhaul and rehab, paint and body shop, engineering and warranty).
- Rebuilt engines to meet Environmental Protection Agency (EPA) regulations.
- Tested brakes to meet Federal Motor Vehicle Safety Standards (FMVSS) and State Standards. Developed customized A/C PM Program for Miami's climate.
- Presented a technical paper in APTA on the A/C PM programs to reduce maintenance costs.
- Developed, implemented and controlled repair, rebuild and QA processes for the critical components to comply with the OEM standards.
- Supervised a team of seventy (70) skilled personnel and (6) management staff.
- Oversaw an operating and capital budget of \$20 million for Bus maintenance.

MIAMI-DADE TRANSIT, Miami, FL

Transit Equipment Specialist

1989-1994

- Responsible for the development of maintenance policies and procedures. Assigned to supervise and coordinate special projects at all the maintenance divisions. Responsible for analysis of fleet performance, identification of fleet defects, and developed corrective action.
- Charged with preparation of contract specifications, and evaluated bids for procurement of buses, equipment and services.
- Collaborated with Bus Maintenance in the (4) year testing and evaluation program under FTA guidelines for the alternative fuel program for CNG, Methanol, Dual-fuel and Donaldson Trap oxidizer.
- Oversaw a capital budget of \$10 million for Bus engineering/ maintenance.

MIAMI-DADE TRANSIT, Miami, FL

Rail Vehicle Electronic Technician

1985-1989

- Performed troubleshooting, repairs, inspection, and dynamic testing of electronic/electrical subsystems of automated electrically propelled heavy rail vehicles manufactured by Budd Company.
- Charged with troubleshooting and diagnostics performed from vehicle propulsion and speed logic, motor control hardware, and electronic chopper system.
- Performed repairs on HVAC control, and door systems, Westinghouse brake systems, traction motors, and Automatic Train Protection and Operation (ATP & ATO).
- Supervise a shift of (15) skilled personnel as acting supervisor as required by management.

LARSEN & TOUBRO ENGINEERS INDIAN DIVISION, New Delhi, India

Applications Engineer

1981-1984

- Provided consulting services on welding problems to various industries such as steel, forging and dies, power, transit, rail, chemical, sugar, food processing, and cement etc.
- Standardized and modified repair processes of various critical components and developed new applications for power plant and sugar industries which were shared by engineers all over the country.
- Developed a reclamation process in different engineering industries which reduced inventory, labor, and downtime costs. This process resulted in savings of millions of dollars.
- Provided training to engineers, managers, and maintenance personnel.
- Published several technical bulletins and internal reports.
- Supervised a team of ten (10) skilled engineers
- Oversaw consulting accounts worth \$5 million.

ESCORTS RESEARCH & DEVELOPMENT CENTER, New Delhi, India

Design Engineer

1978-1981

- Designed test setups and prototypes of heavy earthmoving and construction equipment (JCB), India. This included schematic designs, preparation and supervision of working drawings, and design development, and failure analysis of components to include stress analysis and strain gauging.
- Designed and tested hydraulic cylinders, pumps, hoses and brakes to SAE standards and European standards (CETOP). Trained field engineers, and wrote maintenance manuals and procedures.
- Supervised a team of ten (10) skilled personnel, including draftsmen, technicians, and test and design engineers.
- Oversaw a research and development budget of \$500,000.

ADDITIONAL TRAINING

- Harvard University – John F. Kennedy School of Government – “Driving Government Performance for Miami-Dade County Executives,” 2006.
- Leadership, Cultural Change, Stellar Customer Service, Trust and Integrity, Diversity in workplace, Project Management , ISO 9001, Process Mapping and Budget (WMATA), 1999-2006.
- Design, maintenance and theory of diesel hybrid-electric propulsion systems on series and parallel platforms. (GM - Allison, British Aerospace (BAE), and ISE California), 2001-2006.
- Repair, maintenance and advanced troubleshooting of electronic transmissions (Voith , Allison and ZF) and engines (Cummins, Detroit Diesel and John Deere (CNG)). Maintenance and repairs of Thermo King and Sutrak A/C system, Troubleshooting of Niehoff electrical and charging system, (MDT and WMATA), 1989-2006.
- Circuit operation, troubleshooting and repairs of heavy rail propulsion power, protection and control systems (MDT), 1985-1989.
- Supervisor Certification Program (MDT), 1992-93.
- Labor and Contract Administration (MDT), 1997.
- Vibration Analysis (MDT), 1990.
- Seals and Sealing Techniques (Indian Institute of Technology), 1980.
- Critical Path Method and Program Evaluation Review Techniques Networks (Escorts), 1980.
- Apprentice engineering training in the manufacturing of 10-50 Mega Watt power plant and related components in tool room, machine shop, welding, forging, casting and heat treatment. Apprenticeship engineering training in the production control and process planning in the manufacturing of components for dairy, chemical plants, and boilers etc. Performed quality control checks and work in production planning and control department, Bharat Heavy Electricals, (BHEL), Larsen & Toubro, (L&T) , 1976 and 1977

PROFESSIONAL AFFILIATIONS, HONORS, AND AWARDS

- Member, Society of Automotive Engineers (SAE).
- Member of Brake, undercarriage, HVAC & Noise Task force at APTA for the development of TCRP14 standards.
- Lead member of the APTA task force for the development of the standard Diesel Hybrid Electric bus specifications for Transit Agencies.
- Presented technical papers at APTA, Society of Automotive Engineers (SAE), Florida Department of Transportation and Center for Urban Transportation Research (CUTR) , Diesel Forum (Washington, DC) and Eastern Bus Conference (Rochester, New Jersey and Maryland)
- Guest speaker at Miami-Dade Community College and Barry University on Transit issues.
- Won several Employee Suggestion Awards at MDT for saving millions of dollars by repairs of differential housings, test set up for hydraulic and steering pumps, and traction motor repairs. etc.
- Recognized by Voith transmission group from Germany for innovative and pro-active approach to transmission maintenance both at MDT and WMATA.
- Nominated for CEO Award for Team Work at WMATA.
- Received an award for “Technical Excellence” from WMATA engineering department for saving millions in parts and labor and improving efficiencies through proactive approach in engineering and maintenance.

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